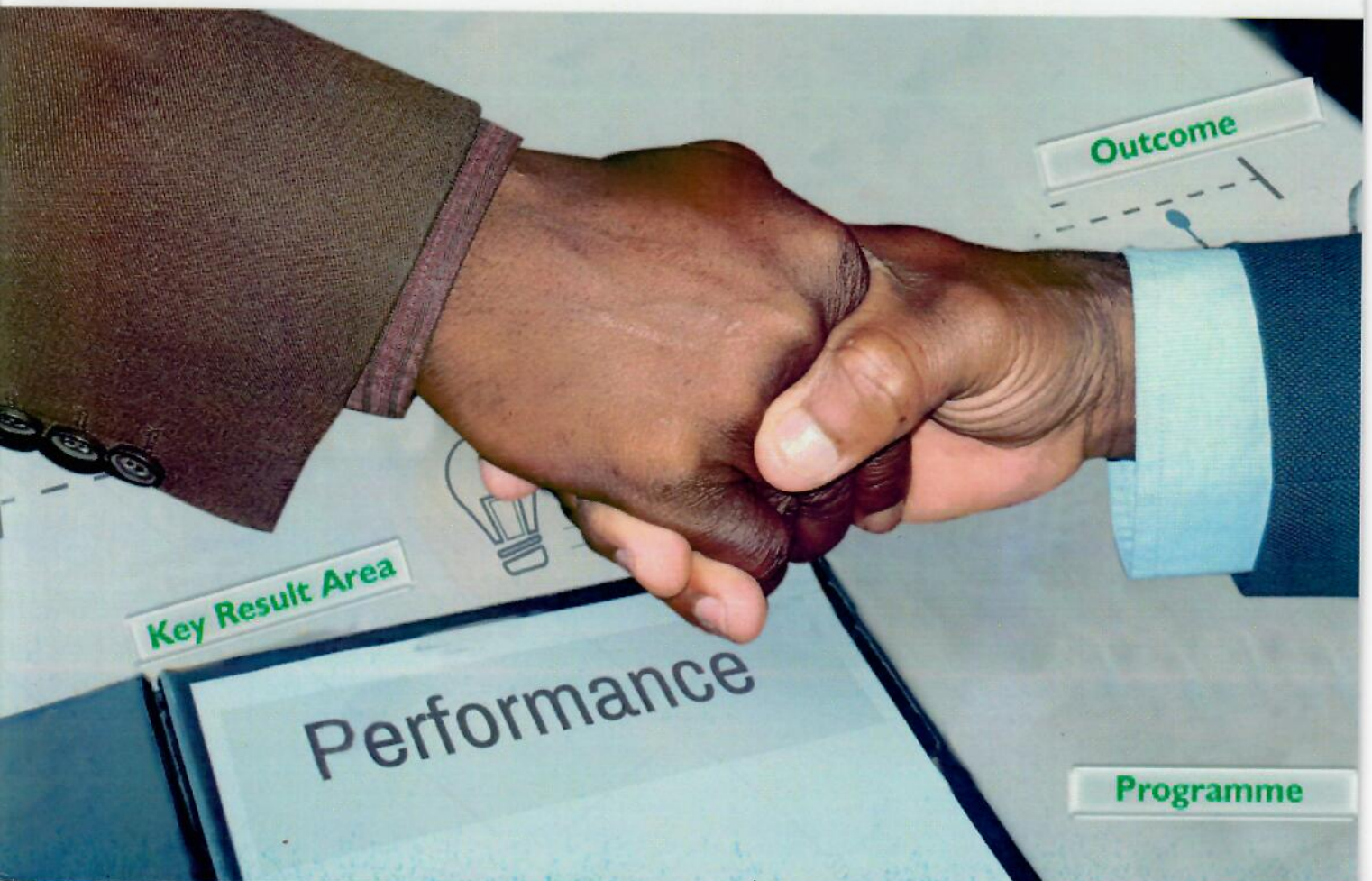




ZIMBABWE



**PERFORMANCE CONTRACT
BETWEEN
THE CITY OF HARARE TOWN CLERK
AND
CHAMBER SECRETARY
2022**



This Performance Contract is entered into between the Town Clerk on behalf of the City of Harare and the Chamber Secretary bearing in mind that:

- The **Chamber Secretary** is committed to ensuring that public offices are well managed and cost effective in delivering efficient and quality service to the public;
- This Contract represents a basis for continuous improvement as we re-invent Council to meet the needs and expectations of the residents of Harare and all other stakeholders;
- This Contract guides the programmes and management priorities of the **Chamber Secretary`s Department** for the budget year, 2022

City of Harare, through the Office of the Town Clerk will provide oversight and support to ensure the achievement of the results specified in this contract.

PART I

1. Department Approved Budget: \$ 5 043 843 800

2. Background Details

A. **CITY VISION:** Harare to Achieve a World Class City Status by the Year 2025

B. **CITY MISSION:** To Provide First Class Service Delivery and Promote Investment.

C. **CHAMBER SECRETARY `S DEPARTMENT OVERALL FUNCTIONS:**

- a. Council and Committee`s Management.
- b. Corporate Governance Promotion.
- c. Legal and Regulatory Services.
- d. Administrative Support Services.
- e. Protocol Services and Stakeholder Management.
- f. Council Fleet and Plant Management.
- g. Public Safety security services
- h. Emergency Services.

D. PROGRAMME(S) UNDER DEPARTMENT: Governance and Administration, Public Safety and Security Services

E. SUB-PROGRAMME(S) NAME: Council Management, Technical Support Services, Emergency Services, Security services

3. Result Linkages of Results

i) Council Key Result Areas the Department is contributing to

	Description of Council Key Result Area
SKRA 3	Public Service Delivery <i>NKRA 3</i>
SKRA 5	Public Health and Well-Being <i>NKRA 5</i>
SKRA 6	Delivery of Affordable and Quality Settlements- <i>NKRA 6</i>
SKRA 7	Provision of Improved Infrastructure, Utilities and access to services- <i>NKRA 7</i>

ii) Council Outcomes the Department is contributing to

No	OUTCOME	Weightage	Responsible Departments	Council KRA REF	Sector Outcome Ref	National Reference
1.	Improved Governance	20	TC, CS, HCD, DHCS, DOW, FD, CH, HW	01	3,4,5,24	3,4,10
2.	Improved Organisational Capacity	20	TC, CS, HCD, DHCS, DOW, FD, CH, HW	01	3,4,5,,24	3,4,10
5	Well Planned City	20	DOW, HW, FD,HCS, CS	03	3,5,13,15	1, 3, 6, 7
7	Improved Access to Health Service	20	TC, CH, FD, HW, CS, DOW,HCD	02	3,5	2, 3
9	Improved Citizen Safety	20	CS, DOW,HCD	05	3,5	3,5

iii) DEPARTMENT KEY RESULT AREAS

KRA NO	Council KRA Ref	KRA Weightage	Department KRA Description
1	1	40	Administration and Secretarial Services
2	5	30	Provision of Emergency Services
3	5	30	Enforcement and Security Services Provision

iv) Department Outcomes and their linkage to Council Outcomes:

No	Council Outcome Ref	Weightage	OUTCOME	Sector Ref	National Ref
1	1	20	Improved Governance	3,4,5,24	3,4,10
2	2	20	Improved Organisational Capacity	3,4,5,,24	3,4,10
3	9	20	Improved security services	3,5,13,15	1, 3, 6, 7
4	9	20	Improved citizen safety	3,5	2, 3
5	9	20	Improved emergency services response	3,5	3,5

PART II

OBLIGATIONS AND COMMITMENTS OF THE CHAMBER SECRETARY

I undertake to do the following:

1. Ensure the Department Strategic Plan is linked to Corporate Plan,
2. Develop comprehensive performance targets,
3. Assign weights to performance indicators,
4. Ensure appropriate work plans and M&E plans for the Department/Unit/Section are developed and implemented on the basis of the approved IRBM compliant Strategic Plan and Appropriated Programme Based Budget,
5. Wholly implement the mandated Programme/Sub-programme Strategic Performance Plan: and
6. Ensure achievement of the agreed performance targets.

I commit to the achievement of **outputs** and **outcomes** contained in the **Performance Matrix** below. I also commit to Service Delivery Standards, Management of Resources and Organizational Development and dealing with cross-cutting Council Priorities also contained in the Performance Matrix and explained in detail in the addendum attached.

I shall submit quarterly and annual performance reports as well as demand reports to the Town Clerk in the prescribed format as per the provisions of this Performance Matrix.

This Performance Contract will run from 1st January 2022 to 31st December 2022

PERFORMANCE MATRIX

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
A	DELIVERY OF MANDATES/OPERATIONS CONTAINED IN THE PROGRAMME/SU-PROGRAMME STRATEGIC PERFORMANCE PLAN (PSPP/SPSPP)							
	OUTCOMES –All outcomes and outcome indicators contained in the PSPP/SPSPP	20						
A1	OUTCOME 1: Improved governance	5						
	Implementation of resolutions	2	75%	90%	±5			
	Provision of legal opinions	2	21	7	±1			
	Citizen Compliance to By-laws	1	-	60	±3			
A2	OUTCOME 2: Improved organisational capacity	3						
	Vehicles, Plant & Equipment Availability	3	56	75	±10			
A3	OUTCOME 3: Improved security services	4						
	Municipal security services coverage	2	81	85	±10			
	Burglary, thefts incidences of Council property reduction	2	-	80	±5			
A4	OUTCOME 4: Improved citizen safety	4						
	Response to emergency calls	3	90	100	±5			
	Total number of arrests for by-law infringements	1	40171	56000	±6000			

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
A5								
OUTCOME 5: Improved emergency services response		4						
Emergency services response time	Min/km Radius	4	7min/5k m	5min/5k m	1min			
		20						
Weight Sub Total								
No		40						
PROGRAMME OUTPUTS								
Council and Committee meetings held	Number	3	89	107	±11			
Stakeholders engagement meetings conducted	Number	3	112	200	±20			
Code of corporate governance produced	Number	3	0	1	0			
By-laws drafted	Number	3	3	6	±2			
Contracts drafted	Number	3	100	100	±10			
Pleadings closed	%	3	11	20	±5			
Vehicles procured	Number	4	0	100	±10			
Infrastructure renovated (Town hse, Central fire station)	Number	4	0	2	±0			
Fire Tenders commissioned	Number	4	0	4	0			
Ambulances commissioned	Number	3	0	10	0			

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
By-laws enforced	Number	4	38	38	0			
Disaster preparedness plan reviewed		3	0	1	0			
Weight Sub Total		40						
B								
SERVICE DELIVERY STANDARDS		12						
i) Production of Department Service delivery charter	Number	2	0	1	0			
ii) Ease of doing business reforms (establishment of payments office at stores-hmp&traffic ticket)	Number	2	0	1	0			
Customer satisfaction Index: Fulfilling Service Delivery Standards as per Service Charter and measured through Customer Satisfaction Surveys								
• Speed of service	%	1	60	75	±5			
• Quality of service	%	1	80%	100	±10			
• Accessibility	%	1	75%	80%	±10			
• Courtesy	%	1	60%	75%	±10			
• Information on services	%	1	60	70	±10			
iii) Signage	%	1	-	60	±10			
iv) Service Delivery Innovations(e-tracking, cctv,fuel	Number	1	1	4	±10			

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
<i>management system, geo-traffic intelligence system)</i>								
v) Resolution of Public Complaints	%	1		75%	±10			
Weights Sub total		12						
MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT								
i) Financial Management		10						
• Strategic allocation of resources	% allocation of departmental resources	3	54	75	±5			
• Cost Cutting Measures implemented (<i>redesign fuel management, paralegal training, e-tracking</i>)	Number	4	0	3	±1			
• Managing within the budget (<i>Budget utilisation</i>)	% utilisation	3	20	50	±5			
ii) Organizational Capacity		10						
• Skills development (<i>Training and Capacity Building programmes</i>)	Number	1	-	6	±1			

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
• Internal Process Efficiency Measures SOP implemented	Number	2	-	12	±2			
• Staffing Levels- <i>executive positions filled</i>	Number of positions	1	0	1	0			
• Recapitalisation Plan developed and implemented	Number	2	0	1	0			
• Department Material resources availability on demand	% availability	1	0	50	0			
• Department Risk Register Developed	Number	1	1	1	0			
• Technical Support Services(automation, cctv, e-tracking)	% completion	2	1	60	0			
Weights Sub total		20						
D		8						
CROSS -CUTTING COUNCIL PRIORITIES								
i) Promoting Integrity/Corruption Eradication (Perspective index)	% compliance	1	-	70	±5			
ii) Climate Change adaption measures implemented- <i>enforcement of by-</i>	% compliance	2	-	100	±10			

PERFORMANCE AREA/CATEGORY	Measurement Unit	Weight age	Performance 2021	Performance Target For 2022	Allowable variance	Actual Performance	Raw score	Weighted score
<i>laws, disaster risk management plan)</i>								
ii) Accident Prevention- Health and Safety	% reduction of accidents	1	9	70	±10			
iii) Gender mainstreaming (Gender Desk)- Establish Gender Desk	% adherence	2	-	100	±5			
iv) Promotion of a clean environment	Number of clean up campaigns	2	5	12	±2			
Weights Sub total		8						

PART III

Approval of the Contract

I hereby undertake to achieve the results specified in this contract

CHAMBER SECRETARY



W.CHIWAWA

24/3/22

DATE

The Finance Director commits to provide the critical financial resources to support the achievement of the results specified in this contract.

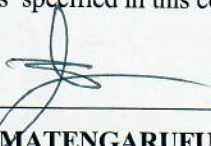


GODFREY KUSANGAYA

24/03/22

DATE

The Human Capital Director commits to provide the critical human resources to support the achievement of the results specified in this contract.

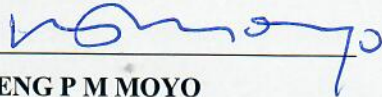


BOZMAN MATENGARUFU

24/03/22

DATE

For and on behalf of City of Harare: **Signed by Town Clerk of Harare.**



ENG P M MOYO

24/03/2022

DATE

PART IV

APPRAISAL (End of the year)

AGREED RATINGS *(Please use the Rating scale for guidance in allocating raw scores)*

SECTION	HEADING	RATING
A – 1	Outcomes	
A – 2	Outputs	
B	Service Delivery Standards	
C	Management of Resources and Organizational Development	
D	Cross-cutting Government Priorities	
TOTAL		

Final Score

Appraisal Certification

Chamber Secretary

Name Signature Date

For and on behalf of Council

Town Clerk

Name Signature Date

Part IV

ADDENDUM TO PARTS B, C, D AND E OF THE RESULTS MATRIX

The following are the specific explanations for each target:

PART B SERVICE DELIVERY STANDARDS

The Department of Works will develop the client service charter to run concurrently with Department Strategic Plan. The Charter will be displayed in Council Departments and City Website. On easy of doing business reforms, the Department will implement one stop shop for payments of fines mainly for Harare Municipal Police and Traffic.

1. CUSTOMER SATISFACTION INDEX

i. Speed of Service:

This is the time taken to respond to our clients' needs, queries and personal attendances. The time lines are as spelt out in the Client's Service Charter. Some examples of the time lines are as follows: Reduce turn around times in all our services respond to internal and external correspondences from average 2 weeks to 5 working days.

ii. Quality of Service:

This refers to the degree to which the services we offer meet/comply with the minimum set standards as outlined in the Client Service Charter and our standard operating procedures.

iii. Accessibility:

This refers to the ease with which our clients can approach, reach, enter, communicate with us or use our services. Open door policy for access to all offices and officials exists.

iv. Courtesy:

In terms of Council Service Charter all members of Staff are obliged to extend first greetings to our clients. Training for all frontline and staff that come into contact with clients includes subjects related to handling of clients on first contact. At least 75% of our clients should be satisfied with the service offered by our employees.

v. Information on Services:

At least 75% of our clients should be satisfied with the degree of information offered by our Department on Council Services.

2 SIGNAGE:

At least 75% of our Services areas should have proper signage (that is offices, direction arrows for places)

2 SERVICE DELIVERY INNOVATIONS:

- a) *The Department aims to have the following service delivery innovations ; e-tracking, cctv, fuel management system.* These 3 new innovations will be implemented in 2022 as a broad strategy to improve service delivery.

3 RESOLUTION OF PUBLIC COMPLAINTS:

All complaints to be resolved with a very reasonable period of time depending on the type of services and the CHAMBER SECRETARY remains accessible to address public complaints. We aim to achieve 100% of our clients complaints, depending on the nature of complaints.

PART C: MANAGEMENT OF RESOURCES AND ORGANIZATIONAL DEVELOPMENT

i) FINANCIAL MANAGEMENT

i. Strategic Allocation of Resources in Line with Policy Priorities.

The Chamber Secretary will be measured by the degree to which allocation of resources will be in line with the Strategic Priorities of Council as per Department Strategic Plans.

ii. Cost cutting Measures and New Revenue Streams

The Department will introduce *redesign fuel management, paralegal training, e-tracking* as major cost cutting measures. These will be complimented by at least one(1) new revenue streams in 2022.

iii. Managing within the Budget and Budget Utilisation

The Chamber Secretary commits to manage finances within the budget. The Chamber Secretary will be measured by the level of adherence to the budget utilisation as per budget plan and city strategic plan.

iv. Devolution Funds Utilisation:

The Chamber Secretary is committed to timeously and efficiently utilise the Devolution funds, if availed.

ii) ORGANIZATIONAL CAPACITY

i. Skills Development (Training and Capacity Building):

The Chamber Secretary with assistance from Talent Development undertake to implement at least for employee development programmes: CCTV capacitation, Paralegal Training, Team Building and Continuous professional development programme.

ii. Internal Process Efficiency Measures

At least 70% of the SOPs and internal control systems will be put in place in all operating areas of Chamber Secretary 's Department.

EMPLOYEE SATISFACTION INDEX

The Chamber Secretary endeavours to increase employee satisfaction and engagement from the current 32% to at least 50%. The following strategies amongst many others will be pursued:

i) Work Environment:

The Chamber Secretary will ensure that all work environment are conducive for the employees.

ii) Safety Measures:

The full implementation of Health and Safety and Wellness Policy which is enforced at all workstations.

iii) Research and Development:

The Chamber Secretary commits to researches across divisions in order to improve servicedelivery. The Chamber Secretary will be measured against implementation of the research and development recommendations.

iv) Maintenance of Buildings:

Chamber Secretary will be measured by level of maintance of City Buildings and Infrastructure

PART D: CROSS-CUTTING ISSUES

PROMOTION OF INTEGRITY/ CORRUPTION ERADICATION:

This refers to systems and processes aimed at curbing corruption and enhancing the integrity among Council staff. Chamber Secretary will implement 100% of Quick Wins agreed upon to fight corruption in the department.

1. Gender Mainstreaming:

Refers to a strategy by Council to promote, facilitate and support the implementation of gender equality at the workplace and all other areas of Council operations. This includes gender-based promotions and offering equal employment opportunities and promotion.

- a) A Gender desk for the Department will be established.
- b) Gender Responsive Service delivery will be implemented.